

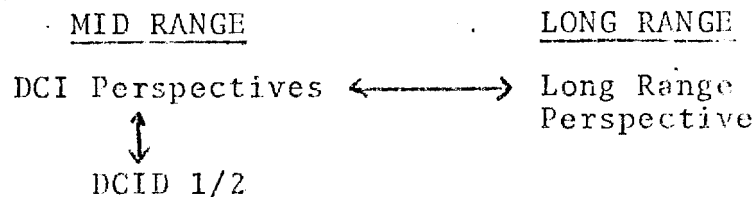
DCI/IC 75-1066  
11 September 1975

MEMORANDUM FOR:

SUBJECT : Relationship Between Mid-Range Documents  
and Long-Range Perspective

1. The concept of an NFI Planning Process is good, however, major problems remain to be solved with regard to the organization and functional relationships which surround the "arrows" in the diagram. Success of the overall process will depend largely on how the "Arrow Mechanisms" are characterized.

2. The following thoughts contribute to characterizing the arrow mechanism between the mid-range planning documents (i.e., DCI Perspectives, DCID 1/2) and the Long-Range Perspective for Intelligence: 1980-90. On one hand it is clear that the long-range document is to be used to develop more tailored long-range views and related resource implications in the individual Functional Plans. These views, in turn, will feed the development of the next annual iteration of the long-range perspective. Conversely, little attention has been paid to the question of how the long-range perspective should impact the mid-range perspectives and vice versa. The problem is depicted diagrammatically below.



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3. Part of the arrow mechanism concerns the relationship between the DCI Perspectives and the DCID 1/2. Although both documents are 5-year planning documents there is little commonality between the two documents. This, in part, adds to the confusion as to how they are to be utilized. The following alternative suggestions are proposed:

a. Combine the two documents so that the DCI Perspectives contain priority numbers. In this case, the subjective judgments would be complemented by priority numbers. Incidentally, the resource implications now contained in the DCI Perspectives should be transferred to the individual Functional Plans.

b. Standardize the country/subject categories between the two documents. This would facilitate the use of both documents.

c. Publish the Perspectives first then derive the priority numbers for DCID 1/2 from the Perspectives. Both documents should be published prior to fiscal guidance issuance.

d. Standardize the country/subject categories of both documents with those in CIRIS or vice versa so that cost data can be readily available for each country/subject category which, in turn, has a priority number.

e. Convert the priority numbers to relative values. This will be most important in succeeding years as the individual Functional Plans seriously begin to grapple with resource allocation questions.

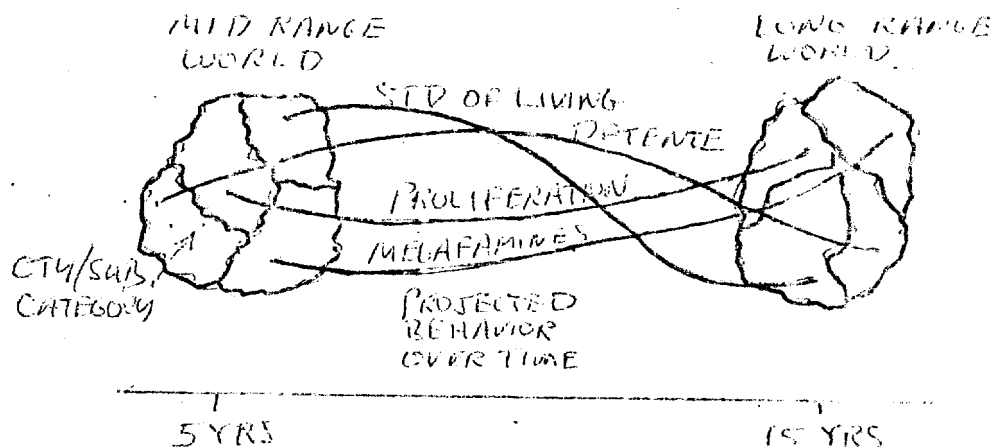
4. The following preliminary ideas contribute to characterizing the arrow connection between the mid and long-range documents.

a. Develop the mid-range view before developing the long-range view. The long-range view should impact to a lesser extent the mid-range view.

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b. As an input to the long-range view extrapolate (using system dynamics or scenario building for example) the mid-range views. This is depicted below:



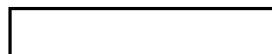
c. Extrapolate the DCID 1/2 priority numbers (or relative values) to the long-range period.

5. These thoughts which are confined to one part of the overall planning concept and others should be developed and closely examined as progress is made to install a comprehensive NFI Planning Process. The effective implementation and ultimate success of the Process will depend largely on illuminating the details surrounding the "arrows" in the concept paper diagram.

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